



**City of Leander, Texas  
Annual Budget  
Fiscal Year 2008-09**

**Adopted  
September 2008**

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**Budget submitted by:**

**City Manager**

*Anthony “ Biff” Johnson*

**Asst. City Mgr./Finance Director**

*Sharon G. Johnson*



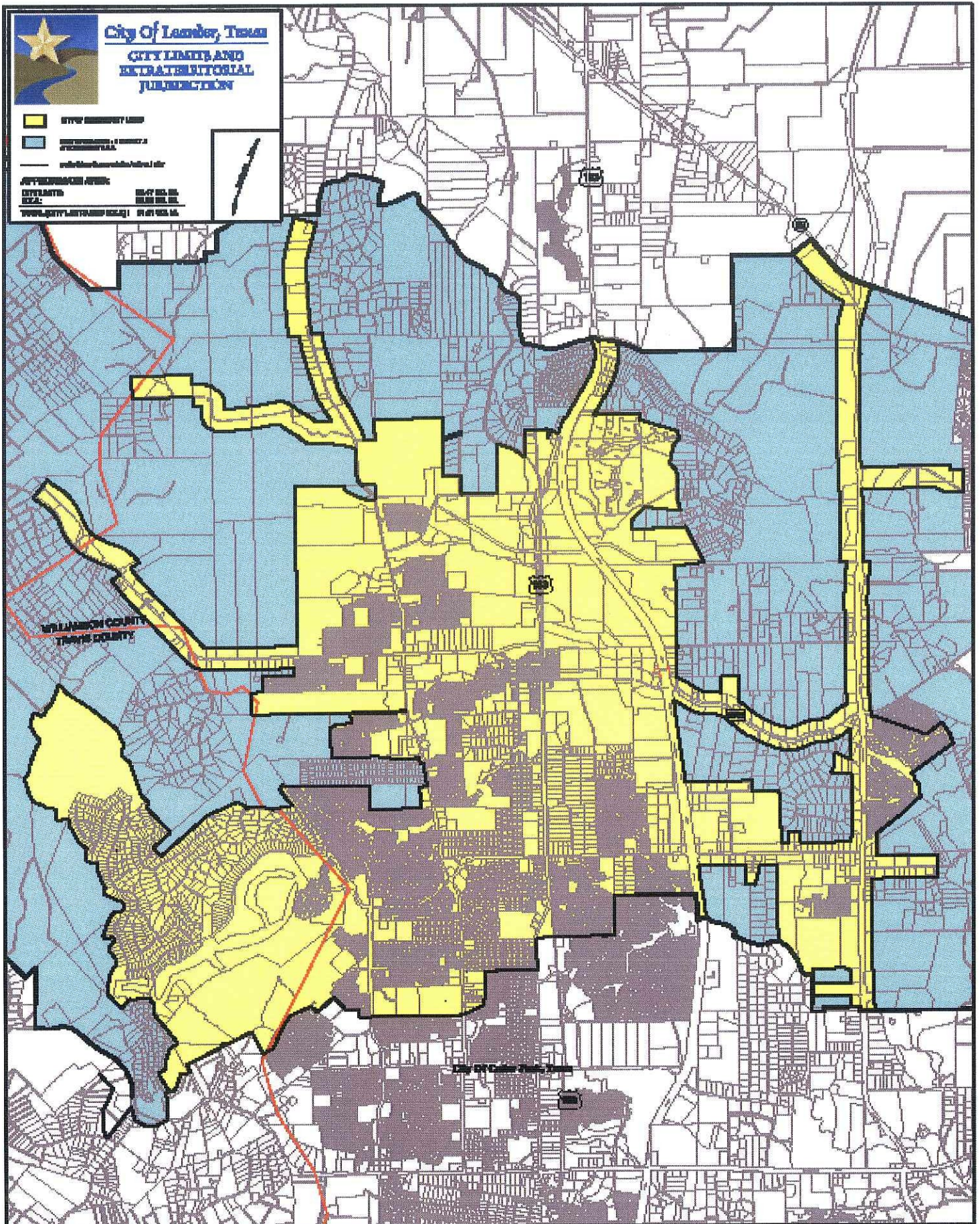
**CITY OF LEANDER**

**Mayor and City Council**

(Left to Right) Front Row: Kirsten Lynch – Council Member, Place 2; John Cowman – Mayor; Michell Cantwell – Council Member, Place 4

(Left to Right) Second Row: David Siebold – Council Member, Place 6; John Perez – Council Member, Place 3; Christopher Fielder – Council Member, Place 5; Vic Villarreal – Mayor Pro-Tem, Council Member, Place 1









# City of Leander, Texas



September 30, 2008

The Honorable Mayor and City Council  
Leander City Hall  
Leander, Texas 78641

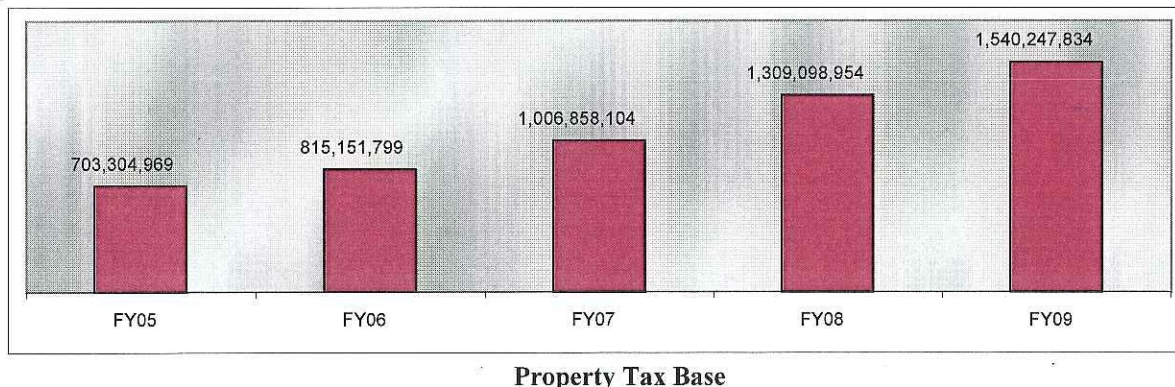
I am pleased to present in final form the adopted budget for fiscal year beginning October 1, 2008 and ending September 30, 2009. With the city's population approaching 30,000, the budget has been prepared to address the priorities and service levels needs of a growing community. These priorities include public safety, securing long-term water supply and wastewater treatment capacity, completion of the 2007 Bond Program, and economic development, including development within the Transit-Oriented Development District (T.O.D.).

Despite the continued growth in Leander, we are not completely immune to certain factors affecting the national economy. Between July 2007 and July 2008, the U.S. CPI rose 5.6%. At this time last year, gasoline was selling for \$2.65 per gallon. Since then, we have seen prices increase almost 35%. Fuel is a significant line-item in the budget for Police, Fire and Streets departments. Although the latest national unemployment figure is 6.1%, the regional job market appears healthy and monthly sales tax receipts continue to eclipse last year by 15 to 20 percent. Likewise, we have all heard the dismal news surrounding the national housing market and industry. However, the City of Leander issued over 400 new single-family housing permits last year and we expect to exceed that figure in FY 2009.

## GENERAL FUND REVENUES

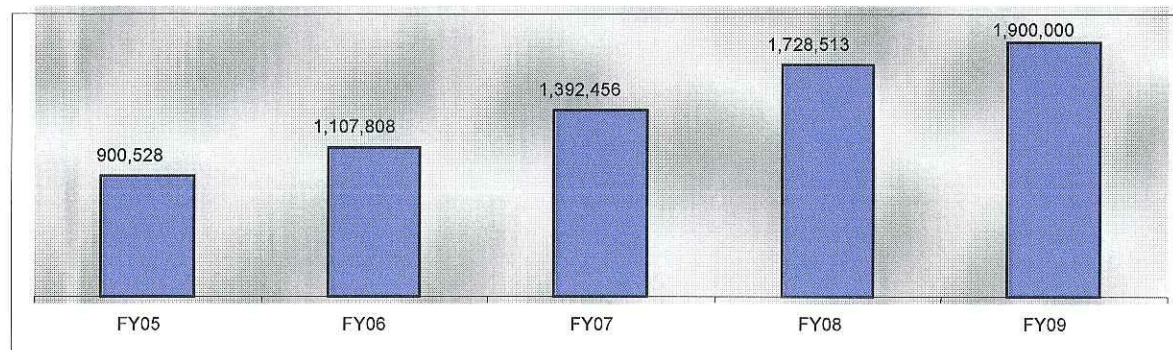
Forecasted General Fund revenues are up 10% from the 2007-08 adopted budget. Although, the budget reflects a reduction in the overall tax rate from \$0.607591 cents per \$100 valuation last year to \$0.602590 in FY 2009, total property tax revenues will increase due to an 18% growth in the tax base. Sixty percent of this tax base growth came from new construction. The budget also includes \$341,550 in grant funds from the U.S. Department of Homeland Security as part of the Staffing for Adequate Fire and Emergency Responders Grant (SAFER) received by the Fire Department in May. The grant covers a five-year period and the total award is \$948,825. The grant allows us to hire nine (9) additional firefighters.

The following chart illustrates growth in the property tax base over the past several years.



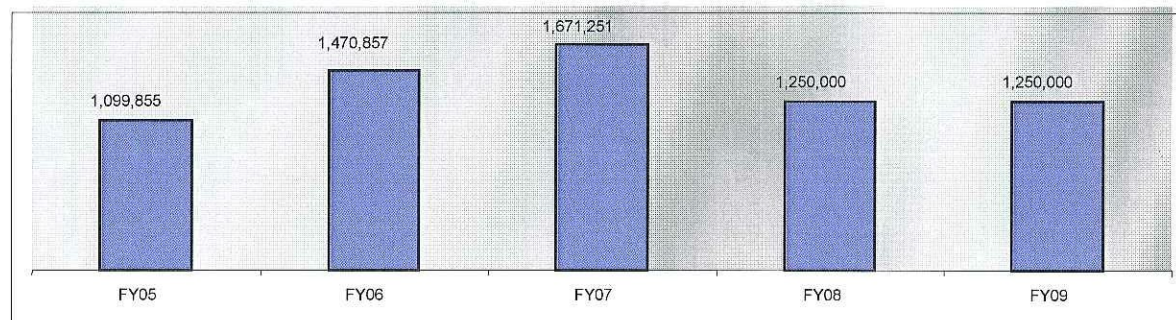


Sales tax revenues are projected to increase due to the opening of the Gateway Shopping Center in 2008. Sales tax collections for FY 2007-08 are 19.5% ahead of this period last year. During the previous three years, total sales tax collections have increased at an annual rate of 29% per year.



**Sales Tax Collections**

Building permits have slowed in FY 2007-08 as compared to FY 2006-07. However, a significant inventory of platted lots still exists and we are projecting to receive the same amount in fees next year as this year (\$1,250,000).



**Building Permit Revenue**

Another significant revenue change from the prior year is an increase from our inter-local agreement with LISD for police services. The budgeted revenue of \$194,714 is \$80,000 more than the FY 2007-08 adopted budget.

Finally, a new revenue source is included – Transfer from Utility Fund for Engineering Services. As you know, much of the City's capital improvement projects are water and wastewater projects. Consequently, the Utility Fund is reimbursing the General Fund for 50% of the Engineering Department's budget.

## GENERAL FUND EXPENDITURES

General Fund expenditures for FY 2009 are budgeted to exceed current revenues by \$134,716. This difference is made up from appropriation of fund balance reserves. The General Fund projected ending fund balance for FY 2008-09 is \$3,330,000. This represents approximately 24% of budget expenditures. This compares favorably to our target fund balance of 25%.

As mentioned above, public safety is one of our priorities for the upcoming year. In addition to the nine (9) new firefighters to be hired with funds from the SAFER grant, four (4) new police officer positions have been added. Two of these positions will be effective October 1, 2008 and the other two at mid-year.



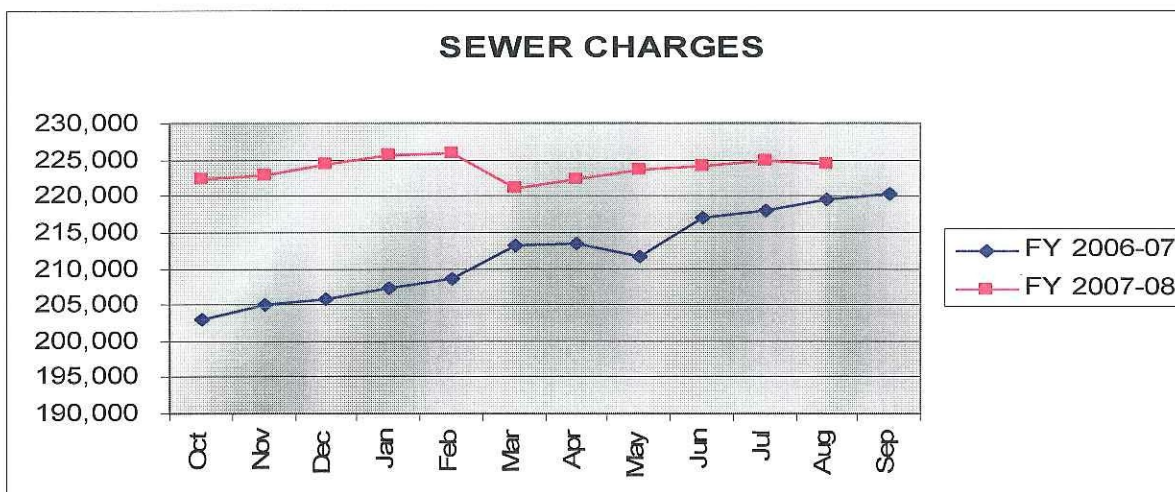
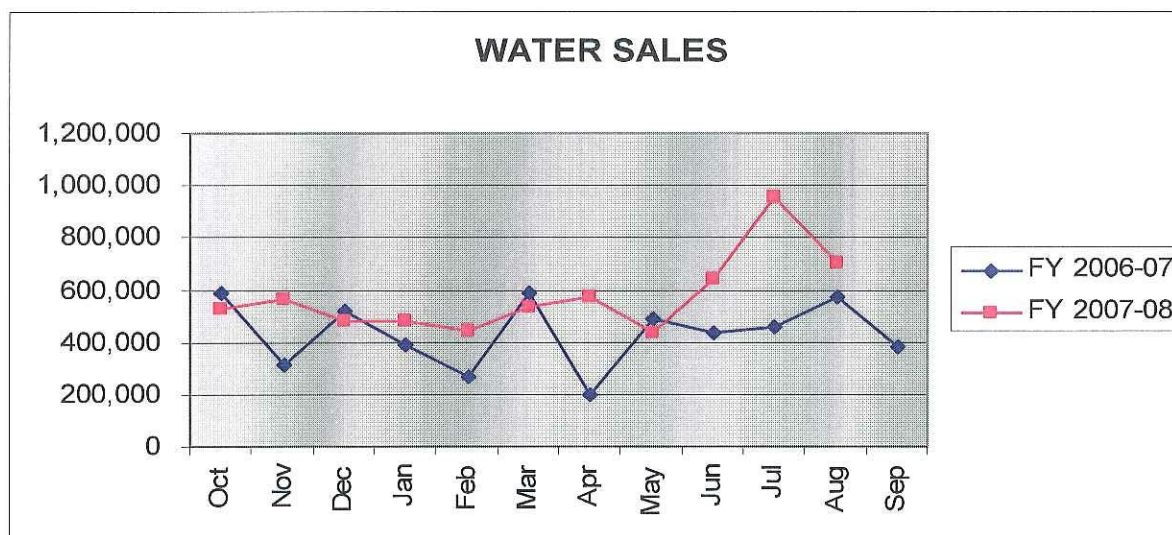
Along with the new police officers, the Police Department's budget includes five vehicles instead of three budgeted in the prior year.

The budget also reflects overall increases in various categories, including, retirement (TMRS), health insurance, and fuel. A 4.4% cost-of-living adjustment, based upon the CPI, is included for all employees.

A few administrative changes include reassigning the Human Resources Manager from Administration to Finance. A new Code Enforcement budget has been created, but remains within the Fire Department chain of command. This position was previously budgeted in Building Inspection.

## UTILITY FUND REVENUES

Revenues in the Utility Fund are projected to increase approximately \$900,000 in FY 2008-09. Continued growth in the number of customers and the water rate increase of 7.1% slated to go into effect October 2008 are the two primary reasons for the revenue forecast.



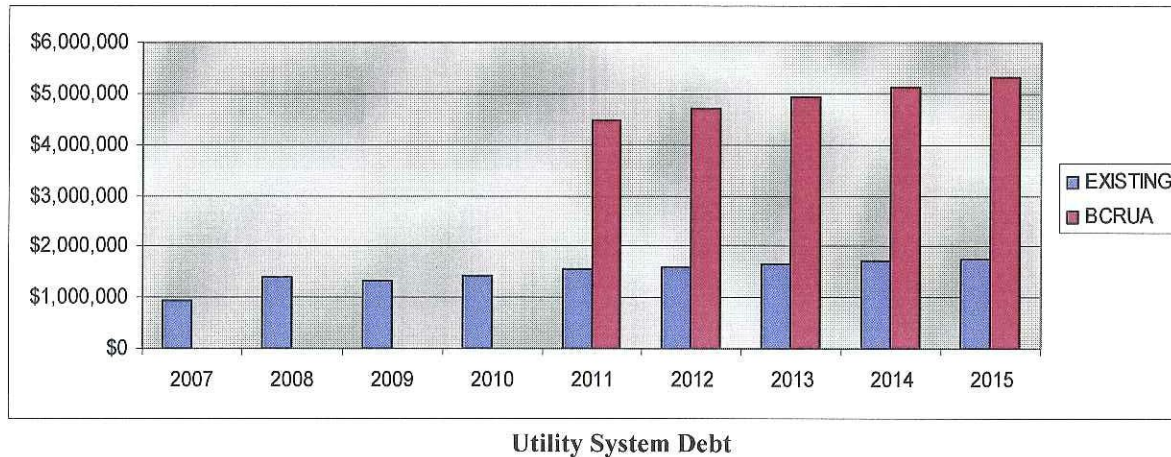
## UTILITY FUND EXPENDITURES

Utility Fund Expenditures are expected to increase by roughly \$2,100,000. However, of this amount, \$800,000 is a set-aside for future BCRUA debt service. Another \$1,300,000 is related to our water



supply and treatment contracts with LCRA. As you recall, in 2007, the City increased its water supply by 17,600 additional acre-feet of water which will carry the city of Leander through the year 2020 at the current projected growth rate.

Below is the current and future debt service for the Utility Fund showing the impact of the BCRUA contract revenue debt beginning in FY 2010-11.



## GOLF FUND

The current year estimate for the Golf Fund (Fund 05) projects a slight surplus at year end. The forecast for FY 2008-09 appears favorable with continued modest growth in revenues.

## CAPITAL IMPROVEMENT PROJECTS

As we strive to keep pace with growth in the community, staff is working to complete necessary capital improvement projects in all areas, including public safety, streets and drainage, water and wastewater improvements, parks and municipal facilities. Originally budgeted in FY 2007-08, the San Gabriel “T” Project is carried over into FY 2008-09 in General Capital Projects (Fund 40). You may recall that this is a funding agreement between the City and TxDOT and consists of construction of a new 4-lane undivided urban roadway and will extend CR 273 from RM 2243 to CR 274. The City’s share of this project will come from developer contributions. Other projects in Fund 40 include golf course improvements (using the balance of developer contributions from Key Deer Ranch), and Mason House improvements for the Parks Department.

In November 2006, voters approved \$27 million in bonds for streets and drainage, public safety, and municipal facilities. In February 2007, Council authorized the sale of \$21.2 million of these bonds for the following projects which are underway or completed: Streets & Drainage (\$10 million) - Bagdad North (5-lane undivided from Crystal Falls north to San Gabriel Parkway) and East Crystal Falls (combination 4-lane divided and 5-lane undivided from US 183 to Reagan Blvd); Public Safety (\$9.6 million) - Fire Administration & Training facility, Fire Department fleet, completion of the SRI Building, Police Training Facility and Communications; and Public Facilities (\$147,000) – Parks Facility and Public Works Facility improvements. These projects are budgeted in Fund 52. Included in Fund 52 revenues is a grant from TxDOT in the amount of \$2,128,000 for the E. Crystal Falls Parkway project.

In the Park Dedication Fund (Fund 75), two significant projects are budgeted - \$100,000 for a skate park in Benbrook Ranch Park and \$50,000 for the Estates at North Creek neighborhood park. Both of these projects are contingent upon the receipt of sufficient deposits into the Park Dedication Fund.



On the Utility Fund side, several large projects underway that will continue into FY 2009. In Fund 26, Wastewater Impact Fees, we have the 30" Block House Creek Interceptor, the Brushy Creek Interceptor, and County Glen Interceptor projects.

Fund 27, Utility Development Fund, includes projects funded from the \$10 million certificates of obligation that were issued in 2004. Projects that should be completed by the end of the current fiscal year include the 24" waterline along CR 272 to Parmer Lane and the Northwest Booster Pump Station, Northwest 1.5MG Elevated Storage Tank, and the Northwest 24" water transmission line.

Fund 28 includes projects to be funded with the proceeds from the issuance of \$9,200,000 in certificates of obligation in 2007. These projects include financing the City's portion of the regional water treatment plant until such time that the Brushy Creek Regional Utility Authority issues contract revenue bonds and the City is reimbursed. Other projects in Fund 28 include purchase of capacity in Cedar Park's 42" North Brushy Interceptor and extension in connection with joining the regional wastewater system.

#### TRANSIT-ORIENTED DEVELOPMENT DISTRICT (T.O.D.)

The latest projection from Capital Metro is that the 32-mile commuter rail line between Leander and downtown Austin (Red Line) will open in early 2009. Leander Transit Village should break ground on almost 125,000 s.f. of office/retail space. WY Atlantis should break ground on its first section of residential development and construction of a 24" waterline from the T.O.D. to the new Elevated Storage in northwest Leander.

This past year, the City and Williamson County successfully amended the Tax Increment Financing Agreement. As you know, this agreement stipulates that the City and County will contribute fifty percent (50%) of our respective tax "increments" to the Tax Increment Reinvestment Zone No. 1 to fund eligible projects within the T.O.D. The City and the Leander TIRZ also entered into development agreements with a number of landowners for reimbursement through the TIRZ for infrastructure projects in the TOD, such as, roadways, bridges and other critical elements of the TOD.

In summary, the budget you have adopted, coupled with your goals as expressed at the retreat this summer, should give all of us the necessary resources and focus to build a better Leander for all of our citizens.

Sincerely,

Anthony (Biff) Johnson  
City Manager



# **CITY OF LEANDER CITY COUNCIL POLICIES**

## **5-YEAR FINANCIAL TARGETS FY 2008-09 TO FY 2013-14**

1. **TAX RATE.** The interest & sinking tax rate (debt) should not exceed 33% of the total tax rate.
2. **TAX BASE.** The commercial and industrial tax base should be equal to or exceed 35% of the total tax base.
3. **BUDGET.** The Annual Budget should be presented as balanced between projected current revenues and expenditures. Revenue and Expenditure estimates for budget purposes should be conservative. Actual revenues for the year should exceed the budget estimate by at least 3% and actual expenditures for the year should be less than the budget by at least 1% each year.
4. **GENERAL FUND REVENUES.** Combined property taxes and sales taxes should be equal to or greater than 60% of the General Fund Operating Budget, excluding grant funded expenditures or activities fully funded by user fees, e.g., garbage collection.
5. **SALES TAX ESTIMATES.** For budget purposes, sales tax projections should be conservative and based on current year estimates without growth. An exception would be allowed in instances where new major sales tax payers have been in existence at least two months, but not more than six months of the current fiscal year.
6. **INVESTMENT INCOME.** It shall be a priority of the City Manager to diversify the City's investment portfolio and maximize returns consistent with the City's Investment Policy.
7. **FUND BALANCE.** Operating Funds should maintain a minimum fund balance of 25% of operating expenses.
8. **FEES.** Local fees and charges for service set by the City Council shall be reviewed at least every three years and compared to full-cost recovery.
9. **DEBT PROCEEDS.** Bond proceeds, including certificates of obligation, should be 50% spent within 18 months of receipt and 100% spent within 36 months of receipt.
10. **DEBT ISSUANCE.** New debt issues should be spaced at least 18 months apart.
11. **VEHICLE REPLACEMENT FUND.** A vehicle replacement internal service fund should be established and funded within the next three years (FY 2011).
12. **ANNUAL INDEPENDENT FINANCIAL AUDIT.** The Independent Financial Auditor services will be rotated every 3 to 5 years to insure an objective review of the financial records and procedures of the city.



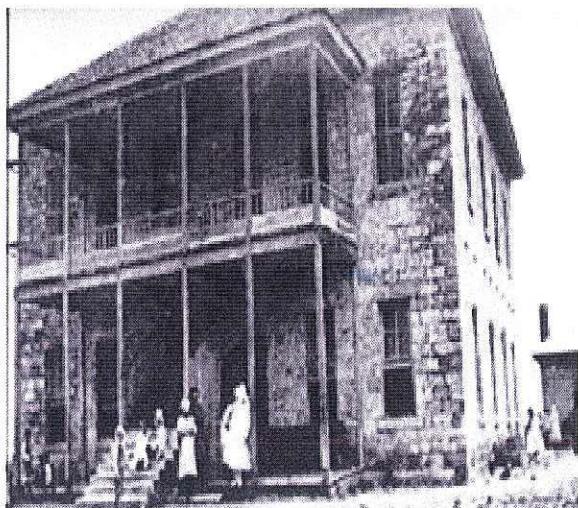
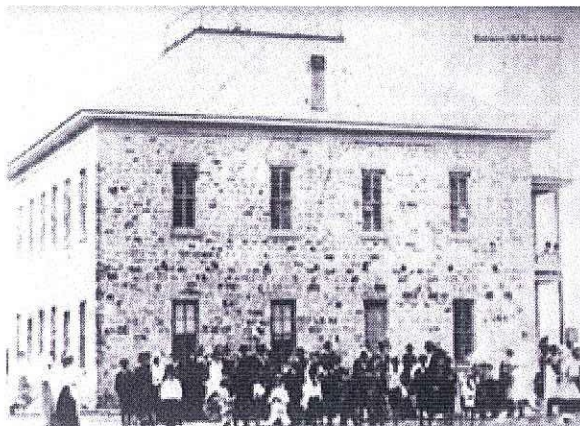
# The History of the City of Leander

## Early History

### The History of Leander High School

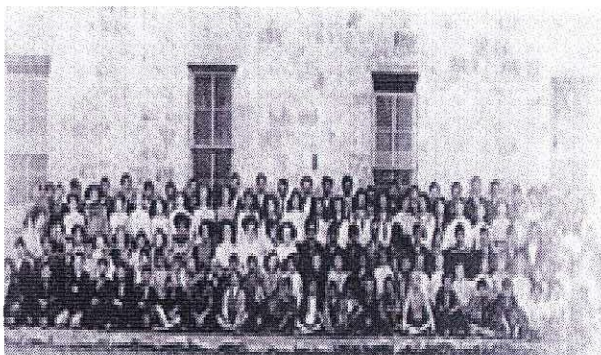
#### Did you know?

- The first school in Leander was created in 1855.
- In 1871, the citizens of Bagdad constructed a two-story rock building. The bottom floor was a school, and the second floor served as the Masonic Hall.
- The first public school was founded in December 5, 1893.
- In 1899, the citizens of Leander formed a voluntary association to create a new school district.



- School was held in one building in one year and in the other building the next, with the same teachers traveling to each. This was done so that the same students did not have to travel long distances every year.
- The new Bagdad school burned on June 24, 1938.
- In 1907, Leander provided an 8-month school term in 10 grades.
- Many students could attend only when they were not needed in the fields to help with the farm work, but attendance was stressed whenever possible.

- Students had to go to Georgetown or Liberty Hill to complete state graduation requirements.
- Examinations were to be spontaneous whenever possible, and students should be prepared whenever called on.
- A new school was built and completed on November 16, 1938.



The City of Leander, originally called Bagdad, was established on July 17, 1882. The first settlers arrived in the area around 1845, receiving bounty land grants in exchange for service in the Texas Revolution. These settlers lived in log cabins and were frequently subjected to being attacked by Indians that also called this area of central Texas their home. If it had not been for the many Indian attacks, the area of Bagdad would probably have been settled earlier. Although, because of these frequent attacks, the Texas Rangers were called in to protect the settlers and they constructed a building that would house up to sixty men. This was one of the first buildings of what is now Williamson County.

During the 1850's, the town of Bagdad was surveyed and many businesses began opening. One of the first stores was a blacksmith shop. The first post office was opened in 1858. Although the location was isolated the abundance of water and timber attracted many settlers. Farming became the mainstay of the area, with the settlers growing much of their own food and making most of their own clothing.

During the Civil war many men left to join the Southern forces. At the end of the war most of the men returned to the local community, as well as many of the freed slaves. Bagdad Cemetery was established in 1857 with the burial of three-year-old John Babcock whose father gave the tract of land where the cemetery now exists, to the community. Other earlier burials were Civil War veterans. The United Methodist church was established in 1860.

Bagdad was also a stop on the stage line from Austin to Lampasas; the settlers were now able to have goods delivered to them from Austin. By the 1870's, Bagdad had a hotel, school, several general stores, two blacksmith shops, and several churches. In 1871, the first school was started in Bagdad by the Masonic Lodge; it was the only free school in the area. Church socials played a very important role in the lives of the settlers and were the main entertainment for the early residents of Bagdad.

### **The Railroad Comes Through**

By the 1880's many changes were on the way. The railroad industry expanded to Texas with plans to build tracks through Bagdad's downtown area. The citizens opposed the railroad and the Austin & Northwestern Railroad officials decided instead to build the tracks one mile east of town. Soon after the railroad was completed the townspeople realized they had made a mistake and it could be of great benefit to their businesses to be located near the railroad. The original Bagdad settlers started moving their businesses and homes nearer to the railroad tracks.

The area was surveyed, lots were sold by the railroad and the new town of Leander was established in 1882. The town of Leander was named after Leander "Catfish" Brown, who was one of the men who was responsible for completion of the rail line. The post office was brought from Bagdad to Leander in 1882 and the first bank, Humble & Chapman, was established. Doctors' offices, lawyers' offices, and a drug store had also joined this new community. In 1883, the Leander Presbyterian Church was established. The cedar post business was prospering, with most of the posts being shipped out by railway. Ranching and farming were increasing. Cotton was the main crop and soon Wesley Craven and J. Sampley built cotton gins.

The population of Leander in the early 1890's was estimated to be around 329 people. In 1893, the first public schools were opened both in Leander and Bagdad. On June 7, 1899, the Leander High School Association incorporated under Texas law. The school was formed without profit for a period of fifty years.



The population of Leander in the 1900's had dropped to 283. Mules moved the Leander Methodist Church to its present location in 1901. Farming was still the main activity and life had become centered on the schools and churches. Baseball teams were quite popular at this time, as well as community theatre. School only went to the 10th grade and if you wanted to go any higher, you had to go to Liberty Hill or Georgetown. In 1919 A. K. Davis went to Mexico to bring workers to the Leander area. He brought back many families, some of which became American citizens and also Williamson County's earliest Hispanic settlers.

### **The Depression Hits Leander**

When the depression hit, the population dropped to 200. The schools continued to grow and were consolidated with Pleasant Hill in 1928. After the school burned down in 1938 the district continued growing, consolidating with Round Mountain and Volente in 1938, and then with Nameless. Whitestone joined the district in 1952. The school was still the most important part of the community. Churches provided the social life where many community gatherings were held.

Many young men left to join the war effort during World War Two. The local citizens had to adjust to such things as sugar rationing. They also organized watch groups to report any sightings of enemy aircraft to authorities. During this time traveling shows would set up at Brushy and Willis streets for entertaining the townspeople. Three more churches were established during the 1940's, St. Mary Margaret Catholic Church, Leander Church of Christ, and First Baptist Church of Leander. Many citizens banked at the 1st State Bank of Leander and Barnes & Jones Lumber Company was a well-established business. During the 1950's the population had risen back up to around 300 people. There were three stores that provided the community with groceries and goods, MacFarland Grocery, The Red and White Store, and Hub Powell's. Housing subdivisions began to develop in the area in the late 1950's and early 1960's. A new high school was built in 1969, but at this time the population was still around 300 people. Many citizens worked in the Austin area with Highway 183 being a major thoroughfare to assist in their commute in to the Austin area. Shopping trips to Austin were common for residents of Leander by this time.

On January 21, 1978 the City of Leander was incorporated and Joe Bates was its first mayor. The City was continuing to grow more rapidly. Subdivisions were being developed west of the city where the water and sewer system was available. As the city continued to grow into the 1980's additional schools were being built in the Cedar Park area. The Leander School district was experiencing tremendous growth. A new city hall was established along with some new additions in the old downtown area. With all of this growth, Leander still continued to be mostly a rural community.

With more homes being built in the west part of Leander, the population by the 1990's was 3,398. The school district was growing rapidly and built its second High School in Cedar Park. Many businesses such as service shops and fast food establishments began to locate to the Leander area. The Crystal Falls Municipal Golf Course was built and has proven to be one of the most beautiful and challenging golf courses in the area.

### **Leander Today**

Leander, presently, has a population estimated at over 30,000. The Leander Independent School District has grown into the largest school district in Williamson County and the fastest growing district in the state of Texas. It presently has a total of three high schools with a fourth opening in

the fall of 2008, six middle schools and nineteen elementary schools with another two to open in the fall of 2008. It encompasses the cities of Leander, Cedar Park, Jonestown, and parts of Northwest Austin. New businesses are on their way and the residential growth that has been experienced over the past few years is phenomenal. The long-term water supply is now secure for the city's residents and a newly expanded wastewater treatment plant is on-line. The city continues to expand its roadway network to assist the residents of Leander in traveling into the Austin area.

Many changes have occurred since the little town of Bagdad opposed the building of the railroad and the unwanted disruption of their peaceful lives. The City of Leander continues to grow and prosper and we invite everyone to come and experience our extraordinary hill-country city.



## **USER INFORMATION**

### **THE BUDGET PROCESS**

The City Charter establishes the fiscal year, which begins the first day of October and ends on the last day of September of each calendar year. Such fiscal year shall constitute the budget and accounting year. In order to have an adopted budget in place by the first day in October, the budget process must begin in February each year and ends prior to the end of September when the budget is legally adopted by the City Council.

In February, the Finance Director begins preparing the budget packets for the departments. In March, the Finance Director provides all Department Heads a budget request packet which contain department historical expenditure amounts, current expenditure and budget amounts, and estimated expenditure amounts for the upcoming fiscal year and. After receiving the budget requests from the Department Managers, the City Manager and Director of Finance conduct a series of meetings with the individual Department Heads to review and discuss their budget requests. These meetings, held in May, also assist the City Manager to formulate his priorities.

A budget workshop retreat is held with the City Council in July. These workshops allow the City Council to receive input on the budget from the City Manager and Finance Director. With guidance from the City Council, the City Manager then formulates a proposed budget.

In August a public hearing on the Budget and Tax Rate is held. Then in September a public hearings is held to adopt the budget and tax rate complying with the truth-in taxation laws.

Budget amendment forms must be submitted to Finance for review. The City Manager and Finance Director are authorized, without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased. If an amendment is seeking funding between departments, from contingency accounts or other financing sources, then the amendment must also be approved by the City Council. Amendments are submitted to City Council at each council meeting. Budget amendments for Council approved projects require only the Finance Director and City Manager signatures.

When deemed necessary, the City Council may amend the budget. The Council may adopt the budget amendment by ordinance and by a favorable vote of majority of the members of the whole council.

### **FORM OF GOVERNMENT**

The City of Leander is a home rule City which operates under a Council-Manager form of government. All powers of the City shall be vested in the elective Council which enacts local legislation, adopts budgets, determine policies and employs the City Manager. The City Council consists of a Mayor and five council members with the appointment of a Mayor Pro Tem. The City Manager shall execute the laws and administer the government of the City.

## **BASIS OF PRESENTATION**

The accounts of the City are organized and operated on the basis of funds or account groups, each of which is considered to be a separate account entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balances or retained earnings, revenues and expenditures or expenses. The various funds are grouped by category and type in the financial statements. The City maintains the following fund types within two broad fund categories and account groups:

### ***Governmental Fund Types***

Governmental funds are those through which most governmental functions of the City are financed.

The acquisition, use and balances of the City's expendable financial resources and the related current liabilities (except those, if any, which should be accounted for in proprietary or fiduciary funds) are accounted for in governmental funds. The measurement focus is upon determination of financial position and changes in financial position, rather than upon net income determination. The following funds are maintained by the City:

- ***General Fund*** – The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds.
- ***Capital Improvement Fund*** – Fund that accounts for the acquisition and construction of major capital facilities.
- ***Debt Service Fund*** – The Debt Service Fund is used to account for the accumulation of, resources for, and payment of general long-term debt principal, interest and related cost.
- ***Special Revenue Funds*** – Special revenue funds are used to account for the proceeds of certain specific revenue sources that are legally restricted to expenditures for specified purposes. The individual special revenue funds are:
  - I. *The Court Security Fund* - Court Fund account for revenues generated from court fines that are restricted for specific purposes.
  - II. *The Court Technology Fund* – Court Fund account for revenues generated from court fines that are restricted for specific purposes.
  - III. *Park Dedication Fund* – Park Fund account for revenues generated that are restricted for a specific purpose.
  - IV. *Police Forfeiture Fund* – Police forfeiture funds restricted for law enforcement purposes.
  - V. *Fire Rescue Revenue Fund* – Certain receipts restricted by City ordinance for the benefit of the Fire Department.



### ***Proprietary Fund Types***

Proprietary funds are used to account for the City's ongoing organizations and activities, which are similar to those found in the private sector. The measurement focus is upon determination of net income and capital maintenance. The following proprietary funds are maintained by the City:

- ***Golf Fund*** – Golf funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the cost (expenses) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or where the governing body has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
- ***Utility Fund*** – Utility funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the cost (expenses) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or where the governing body has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

## **BASIS OF ACCOUNTING**

### ***Revenues & Expenditures***

Basis of accounting refers to the time at which revenues and expenditures or expenses, and the related assets and liabilities, are recognized in the accounts and reported in the financial statements.

Governmental funds and agency funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible-to-accrual (i.e. both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, if measurable, are generally recognized when the related fund liability is incurred. Exceptions to this general rule include the unmatured principal and interest on general obligation long-term debt which is recognized when due and accrued vacation and sick leave, which is included in the General Long-Term Debt Account Group. These exceptions are in conformity with generally accepted accounting principles.

Property tax revenues are recognized when they become available. In this case, available means when due, or past due and receivable within the current period and collected within the current period or soon enough thereafter to be used to pay liabilities of the current period. Such time thereafter shall not exceed 60 days. Tax collections expected to be received subsequent to the 60-day availability period are reported as deferred revenue.

Sales taxes are recorded when susceptible-to-accrual (i.e. both measurable and available). Sales taxes are considered measurable when in the custody of the State Comptroller and are recognized as revenue at that time. Other major revenues that are considered susceptible to accrual include utility franchise taxes, grants-in-aid earned and other intergovernmental revenues. In applying the susceptible-to-accrual concepts to intergovernmental revenues, the legal and contractual requirements of the numerous individual grant programs are used for guidance. There are essentially two types of intergovernmental revenues. In one, monies must be expended for specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditure and are revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt, or earlier, if the susceptible-to-accrual criteria are met.

The accrual basis of accounting is utilized by the proprietary fund. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and become measurable (e.g. water billings and accrued interest). Expenses are recorded in the accounting period incurred, if measurable.

Revenues in the Utility Fund are recognized as billed on a cycle basis. Unbilled utility account receivables are not material and are not recorded in the financial statements.

### ***Encumbrances***

Encumbrances represent commitments related to unperformed (executory) contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the general fund, utility fund and special revenue funds. Encumbrances outstanding at year end are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be honored during the subsequent year.

For the budgetary purposes, appropriations lapse at fiscal year end except for that portion related to encumbered amounts. Encumbrances outstanding at year end and the related appropriation are carried forward to the new fiscal year through a supplemental budgetary allocation.

## **BASIS OF BUDGETING**

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses.

Governmental Funds (General, Capital Improvement, Debt Service and Special Revenue) are prepared on a modified accrual basis. This means that revenues are recognized as they are received and expenses are recognized in the period in which the liability is incurred. All of the City's obligations are budgeted as expenses.

Proprietary Funds (Golf and Utility) are budgeted on a full accrual basis. Not only are expenses recognized when a commitment is made, but revenues are also recognized when they are obligated to the City.



The City's Annual Financial Report shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. An exception is the treatment of capital outlay in the Utility Fund. The budget shows capital outlays as an expense and does not show depreciation expense. The Annual Financial Report, however does not show the capital outlay as an expense in the year of purchase, but rather depreciates the outlay over a number of years.

The City's Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

## **FUND BALANCE/WORKING CAPITAL**

An important goal of the City Council is to improve or maintain the financial health of the City. Annual revenue projections are conservative. Expenditures are closely monitored. In stable economic times, the combination of these two strategies results in excess revenues over expenditures. Unencumbered budget appropriations lapse at year end and do not carry forward to future years. The excess revenues are then available to increase the fund balance. The General Fund Balance is increased from excess revenues each year as part of the budget process to attain the appropriate level.

It shall be the goal of the City to maintain an undesignated fund balance in the General Fund equal to at least three months of the fund's operating budget.

### ***Debt Reserves***

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds.

The amount of debt reserves are established by bond covenants adopted in association with each bond issuance.

The City Council may establish, upon recommendation of the Finance Director, supplemental Debt Service reserves. Such reserves shall not be deemed to confer any right upon bondholders over and above those set forth in the Bond Covenant for each bond issue.

## **FINANCIAL AND BUDGET POLICIES**

The purpose of developing a written financial management policy is to provide the City Manager and staff with guidance in an area that is of prime importance to the citizens of Leander.

*Budgeting* – The City Council shall provide the City Manager & Finance Director with guidance prior to budget preparation as to priority programs that it may want to add, change, or delete. The City Manager & Finance Director shall prepare a proposed budget that is balanced with current revenues plus available unreserved fund balances equal to or greater than current expenditures. The Fund reserve shall be counted as revenue carried forward starting with the next fiscal year budget. A contingency reserve shall be maintained in the major funds at a level sufficient to provide for emergency expenditures and unanticipated revenue shortfalls. The

minimum fund balance should be 90 days of operating expenditures for the General Fund and 90 days for the Utility Fund. The goal for each fund is to be self-sufficient; interfund transfers should primarily involve reimbursement of cost or services. The annual budget document shall be comprised of all City funds; each fund shall contain a detailed listing of revenues and expenditures. The departmental budgets within each fund shall contain a list of all personnel positions, proposed expenditures, estimated current year expenditures and actual previous year expenditures by line item.

*Cash Management* – The Director of Finance is responsible for the design and implementation of reliable and effective cash-flow forecasting. The City shall deposit its funds only in a depository account that is insured by the Federal Deposit Insurance Corporation (FDIC) or fully collateralized by securities which are authorized by law to be used to collateralize the City's deposits. Depositories shall be selected in accordance with state statutes.

*Investment* – The Director of Finance will be responsible for investing City funds in such a manner that the absolute return on invested capital may be maximized while the risk to invested capital may be minimized. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act. The City's investments will be reviewed annually by the City's auditor as part of the annual audit process. It is the policy of the City that all funds shall be managed and invested with four primary objectives:

- ◆ *Safety of Principal.* Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio. Competitive bidding will be used on each sale and purchase.
- ◆ *Liquidity.* Portfolio maturities will be structured to meet the obligations of the City first, and then to achieve the highest return of interest consistent with the objectives of this policy.
- ◆ *Yield.* The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's risk constraints and the cash flow of the portfolio.
- ◆ *Public Trust.* All participants in the City's investment process shall seek to act responsibly as custodians of the public trust.

*Debt Management* – Debt shall not be used for current operational expenses. The repayment of the debt shall not exceed the useful life of the project or item purchased. Interest earned on revenue obtained from the issuance of debt obligations shall be credited to the benefit of the fund to complete the project or to the benefit of the fund responsible for repayment of the debt. In order to maintain the financial reputation of the City of Leander, the City Council shall seek the assistance of a financial advisor concerning all debt that exceeds one year.

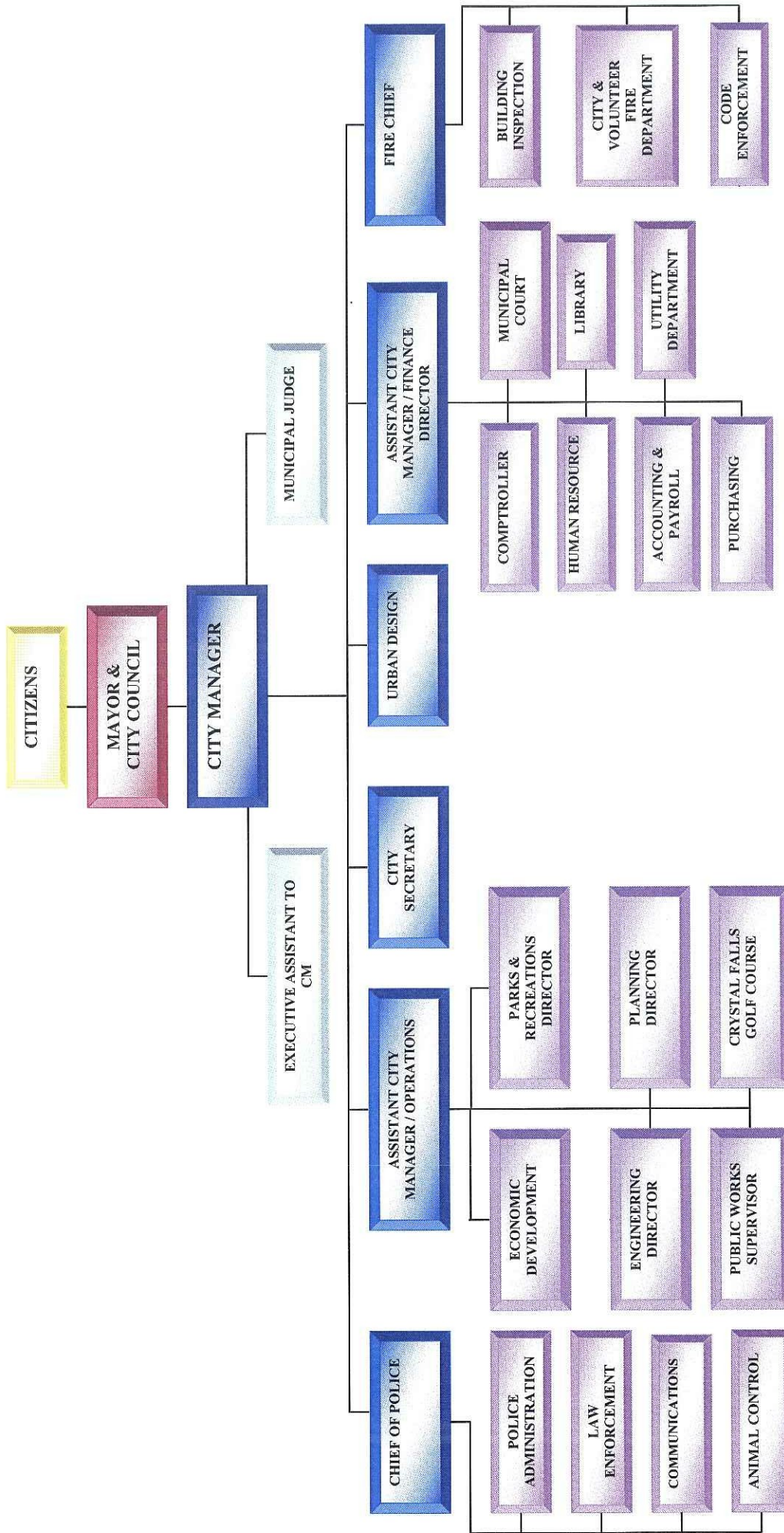
All taxable property within the City is subject to the assessment, levy, and collection by the City of a continuing, direct annual ad valorem tax sufficient to pay for the principal of and interest on all ad valorem tax debt within the limits prescribed by law. The Home Rule Charter of the City adopts the constitutionally authorized maximum tax rate of \$2.50 per \$100 taxable assessed valuation. Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for general obligation debt service, as calculated at the time of issuance.



The Home Rule Charter further provides that the council may authorize the issuance of any bonds, refunding bonds, certificates of obligation, warrants, notes, certificates of participation, or other evidence of indebtedness or obligation, for any permanent public improvement or any other public purpose not prohibited by law, subject only to the following limitations:

- (a) no general obligation bonds, other than refunding bonds, shall be issued except as approved by a majority vote at an election held for such purpose;
- (b) no indebtedness or obligation shall be issued except in compliance with the requirements of state law;
- (c) no form of indebtedness other than general obligation bonds approved by public vote may be issued without public notice and a public hearing being held in compliance with state law; the public notice shall state the relevant statutory provisions providing for a petition and election, if any;
- (d) the total amount of outstanding general obligation indebtedness shall not exceed ten percent (10%) of the total appraised value of property within the city; and
- (e) the authorization for bonds authorized but not issued shall expire ten years after the date of authorization.

*Audit* – An independent audit will be conducted annually. The city will produce annual financial statements in accordance with generally accepted accounting procedures as outlined by the Governmental Accounting Standards Board (GASB). The City will produce a Comprehensive Annual Financial Report which meets the requirements for the Government Finance Officers Association's (GFOA) Certification of Achievement of Excellence in Financial Reporting. The City will also produce an annual budget document, which meets the criteria for GFOA's Distinguished Budget Presentation Award.





# **CITY OF LEANDER**

## **LIST OF PRINCIPAL OFFICIALS**

### **CITY COUNCIL**

|                     |                |
|---------------------|----------------|
| John Cowman         | Mayor          |
| Christopher Fielder | Mayor Pro Tem  |
| Vic Villarreal      | Council Member |
| Kirsten Lynch       | Council Member |
| John Perez          | Council Member |
| Michell Cantwell    | Council Member |
| David Siebold       | Council Member |

### **EXECUTIVE STAFF**

|                        |                                      |
|------------------------|--------------------------------------|
| Anthony “Biff” Johnson | City Manager                         |
| Sharon G. Johnson      | Assistant City Mgr.-Finance Director |
| Scott Wall             | Assistant City Mgr.-Operations       |
| Debbie Haile           | City Secretary                       |
| David Hutton           | Planning Director                    |
| Kirk Clennan           | Economic Development Director        |
| Wayne Watts            | Engineering Director                 |
| Jerry Williams         | Fire Chief                           |
| Stephen Bosak          | Parks & Recreation Director          |
| Don Hatcher            | Chief of Police                      |
| Pix Howell             | Urban Design Officer                 |

**CITY OF LEANDER**  
**PAID PERSONNEL**  
**( in full-time equivalents)**

| <b>DEPARTMENT</b>    | <b>FY2006-07</b> | <b>FY2007-08</b> | <b>FY2008-09</b> |
|----------------------|------------------|------------------|------------------|
| Administration       | 4.0              | 6.0              | 5.0              |
| Animal Control       | 2.0              | 2.0              | 2.0              |
| Building Inspections | 5.0              | 6.0              | 5.0              |
| Code Enforcement     | 0.0              | 0.0              | 1.0              |
| Economic Development | 1.0              | 1.0              | 1.0              |
| Engineering          | 5.0              | 5.0              | 5.0              |
| Finance              | 4.0              | 5.0              | 6.0              |
| Fire                 | 19.5             | 23.0             | 30.5             |
| Golf Course          | 18.5             | 18.5             | 19.0             |
| Municipal Court      | 3.0              | 3.0              | 3.0              |
| Parks & Recreation   | 4.0              | 8.0              | 9.5              |
| Planning             | 3.0              | 3.0              | 3.0              |
| Police               | 34.5             | 40.5             | 46.5             |
| Street Maintenance   | 12.0             | 14.0             | 12.5             |
| Urban Design         | 1.0              | 1.0              | 1.0              |
| Utility              | 3.5              | 4.0              | 4.0              |
|                      | 120.0            | 140.0            | 154.0            |



## FY2008-09 DETAIL PERSONNEL LISTING

| DEPARTMENT           | POSITION                  | FTE           | DEPARTMENT               | POSITION                   | FTE |
|----------------------|---------------------------|---------------|--------------------------|----------------------------|-----|
| Administration       | City Manager              | 1.0           | Municipal Court          | Court Administrator        | 1.0 |
|                      | Asst. CM-Operations       | 1.0           |                          | Court Clerk                | 2.0 |
|                      | Asst. CM-Finance Director | 1.0           |                          | Total                      | 3.0 |
|                      | Exec. Asst to CM          | 1.0           | Parks & Recreation       | Parks Director             | 1.0 |
|                      | City Secretary            | 1.0           |                          | Athletic & Rec Program.    | 1.0 |
|                      | Total                     | 5.0           |                          | Janitorial Maint. (1 PT)   | 1.5 |
| Animal Control       | ACO I                     | 1.0           |                          | Parks Maint Supervisor     | 1.0 |
|                      | ACO III                   | 1.0           |                          | Parks Maint. Crew Lead     | 1.0 |
|                      | Total                     | 2.0           | Parks Maintenance I      | 4.0                        |     |
| Building Inspections | Bldg Official Supervisor  | 1.0           | Total                    | 9.5                        |     |
|                      | Senior Bldg Inspector     | 1.0           | Planning & Community Dev | Director of Comm. Dev      | 1.0 |
|                      | Plan Reviewer             | 1.0           |                          | City Planner               | 1.0 |
|                      | Permit Clerk              | 2.0           |                          | Planning Tech              | 1.0 |
|                      | Total                     | 5.0           | Total                    | 3.0                        |     |
| Code Enforcement     | Code Enforcement Officer  | 1.0           | Police Administration    | Police Chief               | 1.0 |
|                      | Total                     | 1.0           |                          | Asst. Police Chief/Captain | 1.0 |
| Economic Development | Economic Dev Director     | 1.0           | Admin Assist to Chief    | 1.0                        |     |
|                      | Total                     | 1.0           | Lieutenant               | 2.0                        |     |
| Engineering          | Engineering Director      | 1.0           | Detective                | 2.0                        |     |
|                      | Assistant City Engineer   | 1.0           | Sub-Total                | 7.0                        |     |
|                      | Engineering Inspector     | 1.0           | Police Law Enforcement   | Lieutenant                 | 1.0 |
|                      | GIS Coordinator           | 1.0           |                          | Supervisor/Officer IV      | 4.0 |
|                      | Administrative Assistant  | 1.0           |                          | Officer III                | 9.0 |
|                      | Total                     | 5.0           |                          | Officer II                 | 5.0 |
| Finance              | Comptroller               | 1.0           |                          | Officer I                  | 9.0 |
|                      | HR Manager                | 1.0           |                          | Bailiff (PT)               | 0.5 |
|                      | Purchasing Agent          | 1.0           |                          | Fiscal & Logistics Tech.   | 1.0 |
|                      | Admin Assist to FD        | 1.0           |                          | Warrant Officer            | 1.0 |
|                      | Accounting Clerk          | 1.0           | Sub-Total                | 30.5                       |     |
|                      | Receptionist              | 1.0           | Police Communications    | Supervisor                 | 1.0 |
| Total                | 6.0                       | Dispatcher II |                          | 2.0                        |     |
| Fire Department      | Fire Chief                | 1.0           |                          | Dispatcher I               | 6.0 |
|                      | Deputy Fire Chief         | 1.0           | Sub-Total                | 9.0                        |     |
|                      | Shift Commander           | 3.0           | Total Police             | 46.50                      |     |
|                      | Lieutenant                | 9.0           | Street Maintenance       | Superintendent             | 1.0 |
|                      | Firefighter / Driver      | 5.0           |                          | Supervisor                 | 1.0 |
|                      | Driver / Pump Ops         | 1.0           |                          | Mechanic                   | 1.5 |
|                      | Firefighter               | 8.0           |                          | Administrative Assistant   | 1.0 |
|                      | Firefighter (PT)          | 2.5           |                          | Crew Leader                | 3.0 |
| Total                | 30.5                      | Maintenance I | 5.0                      |                            |     |
| Urban Design         | Urban Design Officer      | 1.0           | Total                    | 12.5                       |     |
|                      | Total                     | 1.0           | GENERAL FUND TOTAL       | 131.0                      |     |

## FY2008-09 DETAIL PERSONNEL LISTING

| <b>DEPARTMENT</b>                  | <b>POSITION</b>        | <b>FTE</b>  | <b>DEPARTMENT</b>         | <b>POSITION</b>          | <b>FTE</b>   |
|------------------------------------|------------------------|-------------|---------------------------|--------------------------|--------------|
| <b>Golf Course<br/>Maintenance</b> | Golf Course Super.     | 1.0         | <b>Utility</b>            | Utility Dept. Supervisor | 1.0          |
|                                    | Assist G.C. Super.     | 1.0         | <b>Customer Svc</b>       | UT Customer Svc Clerk    | 3.0          |
|                                    | Mechanic               | 1.0         | <b>UTILITY FUND TOTAL</b> |                          | <b>4.0</b>   |
|                                    | Groundskeeper I        | 4.0         |                           |                          |              |
|                                    | <b>Sub-Total</b>       | <b>7.0</b>  |                           |                          |              |
| <b>Grill</b>                       | Grill Manager          | 1.0         |                           |                          |              |
|                                    | Grill Attendants (PT)  | 3.0         |                           |                          |              |
|                                    | <b>Sub-Total</b>       | <b>4.0</b>  |                           |                          |              |
| <b>Pro Shop</b>                    | Retail Operations Mgr. | 1.0         |                           |                          |              |
|                                    | Golf Pro               | 1.0         |                           |                          |              |
|                                    | Assistant Golf Pro     | 1.0         |                           |                          |              |
|                                    | Pro Shop Attendant     | 2.5         |                           |                          |              |
|                                    | Golf Cart Attendant    | 2.5         |                           |                          |              |
|                                    | <b>Sub-Total</b>       | <b>8.0</b>  |                           |                          |              |
|                                    | <b>GOLF FUND TOTAL</b> | <b>19.0</b> |                           | <b>TOTAL ALL FUNDS</b>   | <b>154.0</b> |

**COMBINED SUMMARY OF ESTIMATED REVENUES,  
EXPENDITURES AND FUND BALANCES**

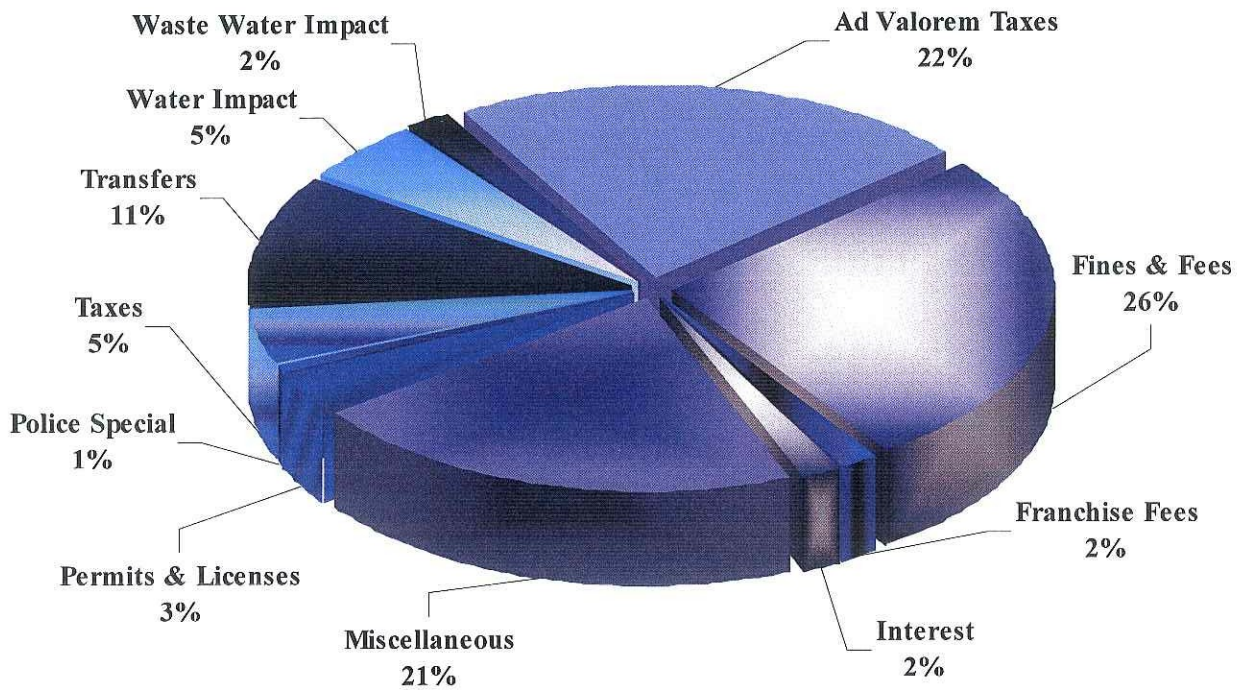
|  | GENERAL<br>FUND  | GF<br>CAPITAL<br>PROJECTS<br>FUND | GF DEBT<br>SERVICE<br>FUND | SPECIAL<br>REVENUE<br>FUNDS | GOLF<br>FUND     | UTILITY<br>FUND  | UT CAPITAL<br>PROJECT<br>FUND | UT DEBT<br>SERVICE<br>FUND | TOTAL<br>FUNDS    |
|--|------------------|-----------------------------------|----------------------------|-----------------------------|------------------|------------------|-------------------------------|----------------------------|-------------------|
| Beginning Fund Balance<br>as of 9/30/2007                    | 4,680,183        | 19,151,307                        | 2,247,327                  | 28,926                      | (1,024,908)      | 4,343,343        | 15,494,869                    | 808,017                    | 45,729,064        |
| <b>Projected:</b>  |                  |                                   |                            |                             |                  |                  |                               |                            |                   |
| FY2007-08 Revenues   | 11,140,079       | 1,032,837                         | 6,407,172                  | 90,120.00                   | 1,275,800        | 9,843,029        | 2,725,335                     | 874,121                    | 33,388,493        |
| FY2007-08 Expenditures                                       | (12,385,105)     | (19,793,789)                      | (6,305,100)                | (40,495)                    | (1,210,664)      | (9,299,521)      | (9,454,782)                   | (1,243,291)                | (59,732,747)      |
| Fund Balance   | (1,245,026)      | (18,760,952)                      | 102,072                    | 49,625                      | 65,136           | 543,508          | (6,729,447)                   | (369,170)                  | (26,344,254)      |
| <b>Estimated Ending Fund<br/>Balance<br/>as of 9/30/2008</b> | <b>3,435,157</b> | <b>390,355</b>                    | <b>2,349,399</b>           | <b>78,551</b>               | <b>(959,772)</b> | <b>4,886,851</b> | <b>8,765,422</b>              | <b>438,847</b>             | <b>19,384,810</b> |
| <b>Budgeted:</b>   |                  |                                   |                            |                             |                  |                  |                               |                            |                   |
| FY2008-09 Revenues   | 13,745,769       | 7,392,500                         | 5,681,190                  | 215,695                     | 1,302,619        | 10,496,000       | 10,411,608                    | 1,050,935                  | 50,296,316        |
| FY2008-09 Expenditures                                       | (13,880,485)     | (5,288,738)                       | (6,129,135)                | (170,000)                   | (1,269,343)      | (11,843,354)     | (15,049,338)                  | (1,350,935)                | (54,641,328)      |
| Fund Balance   | (134,716)        | 2,103,762                         | (447,945)                  | 45,695                      | 33,276           | (1,347,354)      | (4,637,730)                   | (300,000)                  | (4,345,012)       |
| <b>Estimated Ending Fund<br/>Balance<br/>as of 9/30/2009</b> | <b>3,300,441</b> | <b>2,494,117</b>                  | <b>1,901,454</b>           | <b>124,246</b>              | <b>(926,496)</b> | <b>3,539,497</b> | <b>4,127,692</b>              | <b>138,847</b>             | <b>15,039,798</b> |
| <b>Fund Balance as % of Budget</b>                           | <b>24%</b>       |                                   | <b>31%</b>                 |                             |                  | <b>30%</b>       |                               | <b>10%</b>                 |                   |



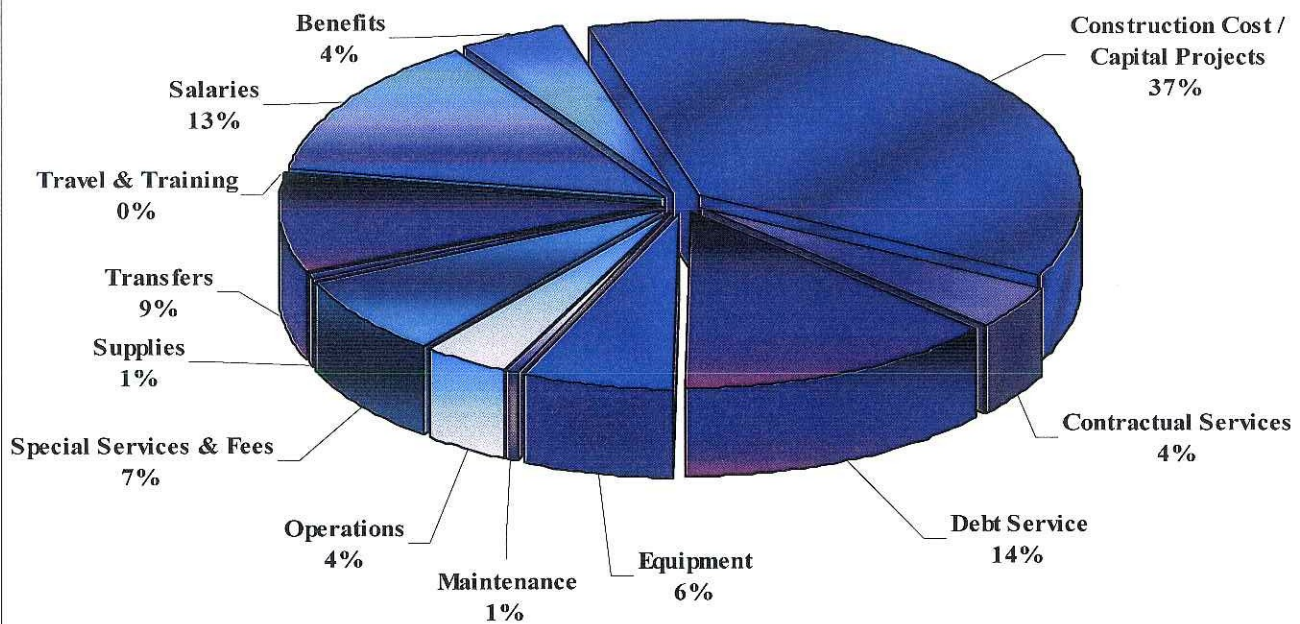
**SUMMARY OF SOURCES AND USES**  
**FY2008-09 BUDGET**

|                                      | GENERAL<br>FUND    | GF<br>CAPITAL<br>PROJECT<br>FUND | GF DEBT<br>SERVICE<br>FUND | SPECIAL<br>REVENUE<br>FUNDS | GOLF<br>FUND       | UTILITY<br>FUND     | UT CAPITAL<br>PROJECT<br>FUND | UTILITY<br>DEBT<br>SERVICE | TOTAL<br>FUNDS       |
|--------------------------------------|--------------------|----------------------------------|----------------------------|-----------------------------|--------------------|---------------------|-------------------------------|----------------------------|----------------------|
| <b>BEGINNING FUND BALANCE</b>        |                    |                                  |                            |                             |                    |                     |                               |                            |                      |
| <b>PROJECTED AS OF 09/30/08</b>      | <b>\$3,435,157</b> | <b>\$ 390,355</b>                | <b>\$2,349,399</b>         | <b>\$ 78,551</b>            | <b>\$(959,772)</b> | <b>\$ 4,886,851</b> | <b>\$ 8,765,422</b>           | <b>\$ 438,847</b>          | <b>\$ 19,384,810</b> |
| <b>REVENUES</b>                      |                    |                                  |                            |                             |                    |                     |                               |                            |                      |
| Ad Valorem Taxes                     | 3,899,894          | 0                                | 5,621,190                  | 0                           | 0                  | 0                   | 0                             | 0                          | 9,521,084            |
| Fines & Fees                         | 323,310            | 0                                | 0                          | 0                           | 880,619            | 10,366,000          | 0                             | 0                          | 11,569,929           |
| Franchise Fees                       | 782,500            | 0                                | 0                          | 0                           | 0                  | 0                   | 0                             | 0                          | 782,500              |
| Interest                             | 85,000             | 227,000                          | 60,000                     | 800                         | 0                  | 125,000             | 205,000                       | 0                          | 702,800              |
| Miscellaneous                        | 1,457,739          | 7,165,500                        | 0                          | 168,395                     | 372,000            | 5,000               | 7,056,608                     | 0                          | 16,225,242           |
| Permits & Licenses                   | 1,401,223          | 0                                | 0                          | 0                           | 0                  | 0                   | 0                             | 0                          | 1,401,223            |
| Police Special                       | 281,307            | 0                                | 0                          | 0                           | 0                  | 0                   | 0                             | 0                          | 281,307              |
| Taxes                                | 1,905,800          | 0                                | 0                          | 46,500                      | 0                  | 0                   | 0                             | 0                          | 1,952,300            |
| Transfers                            | 3,608,996          | 0                                | 0                          | 0                           | 50,000             | 0                   | 0                             | 1,050,935                  | 4,709,931            |
| Water Impact                         | 0                  | 0                                | 0                          | 0                           | 0                  | 0                   | 2,300,000                     | 0                          | 2,300,000            |
| Waste Water Impact                   | 0                  | 0                                | 0                          | 0                           | 0                  | 0                   | 850,000                       | 0                          | 850,000              |
| <b>TOTAL REVENUES (SOURCES)</b>      | <b>13,745,769</b>  | <b>7,392,500</b>                 | <b>5,681,190</b>           | <b>215,695</b>              | <b>1,302,619</b>   | <b>10,496,000</b>   | <b>10,411,608</b>             | <b>1,050,935</b>           | <b>50,296,316</b>    |
| <b>EXPENDITURES</b>                  |                    |                                  |                            |                             |                    |                     |                               |                            |                      |
| Salaries                             | 6,509,253          | 0                                | 0                          | 0                           | 599,316            | 133,050             | 0                             | 0                          | 7,241,619            |
| Benefits                             | 2,164,009          | 0                                | 0                          | 0                           | 164,965            | 39,196              | 0                             | 0                          | 2,368,170            |
| Construction Cost / Capital Projects | 0                  | 5,288,738                        | 0                          | 170,000                     | 0                  | 0                   | 15,049,338                    | 0                          | 20,508,076           |
| Contractual Services                 | 1,162,243          | 0                                | 0                          | 0                           | 16,028             | 1,087,199           | 0                             | 0                          | 2,265,470            |
| Debt Service                         | 0                  | 0                                | 6,095,135                  | 0                           | 0                  | 0                   | 0                             | 1,342,935                  | 7,438,070            |
| Equipment                            | 714,802            | 0                                | 0                          | 0                           | 116,284            | 2,678,321           | 0                             | 0                          | 3,509,407            |
| Maintenance                          | 310,980            | 0                                | 0                          | 0                           | 29,400             | 26,000              | 0                             | 0                          | 366,380              |
| Operations                           | 938,273            | 0                                | 0                          | 0                           | 246,600            | 775,500             | 0                             | 0                          | 1,960,373            |
| Special Services & Fees              | 1,621,173          | 0                                | 34,000                     | 0                           | 16,000             | 2,412,400           | 0                             | 8,000                      | 4,091,573            |
| Supplies                             | 193,386            | 0                                | 0                          | 0                           | 71,930             | 52,200              | 0                             | 0                          | 317,516              |
| Transfers                            | 50,000             | 0                                | 0                          | 0                           | 0                  | 4,636,878           | 0                             | 0                          | 4,686,878            |
| Travel & Training                    | 216,366            | 0                                | 0                          | 0                           | 8,820              | 2,610               | 0                             | 0                          | 227,796              |
| <b>TOTAL EXPENDITURES (USES)</b>     | <b>13,880,485</b>  | <b>5,288,738</b>                 | <b>6,129,135</b>           | <b>170,000</b>              | <b>1,269,343</b>   | <b>11,843,354</b>   | <b>15,049,338</b>             | <b>1,350,935</b>           | <b>54,981,328</b>    |
| <b>PROJECTED ENDING FUND</b>         |                    |                                  |                            |                             |                    |                     |                               |                            |                      |
| <b>BALANCE AS OF 09/30/09</b>        | <b>\$3,300,441</b> | <b>\$2,494,117</b>               | <b>\$1,901,454</b>         | <b>\$124,246</b>            | <b>\$(926,496)</b> | <b>\$ 3,539,497</b> | <b>\$ (4,127,692)</b>         | <b>\$ 138,847</b>          | <b>\$ 14,699,798</b> |

### TOTAL REVENUES ALL FUNDS



### TOTAL EXPENDITURES ALL FUNDS



**SUMMARY OF REVENUES & EXPENDITURES**  
**ALL FUNDS**

| <b>REVENUES</b>              | <b>FY 2006-07<br/>BUDGET</b> | <b>FY 2006-07<br/>ACTUAL</b> | <b>FY 2007-08<br/>BUDGET</b> | <b>FY 2007-08<br/>PROJECTED</b> | <b>FY 2008-09<br/>BUDGET</b> |
|------------------------------|------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|
| General Fund                 | 12,982,058                   | 13,696,462                   | 11,605,156                   | 11,140,079                      | 13,745,769                   |
| GF Capital Project Fund      | 22,582,952                   | 22,884,666                   | 8,073,000                    | 1,125,547                       | 7,392,500                    |
| GF Debt Service Fund         | 4,855,909                    | 5,310,073                    | 6,282,172                    | 6,407,172                       | 5,681,190                    |
| Special Revenue Funds        | 0                            | 19,422                       | 188,762                      | 90,120                          | 215,695                      |
| Golf Fund                    | 1,218,775                    | 1,040,751                    | 1,285,025                    | 1,275,800                       | 1,302,619                    |
| Utility Fund                 | 9,344,600                    | 19,633,656                   | 9,618,000                    | 9,843,029                       | 10,496,000                   |
| Utility Capital Project Fund | 14,555,000                   | 13,249,597                   | 4,125,000                    | 2,725,335                       | 10,411,608                   |
| Utility Debt Service Fund    | 795,470                      | 486,672                      | 1,243,291                    | 874,121                         | 1,050,935                    |
| <b>TOTAL REVENUES</b>        | <b>\$66,334,764</b>          | <b>\$76,321,299</b>          | <b>\$42,420,406</b>          | <b>\$33,481,203</b>             | <b>\$ 50,296,316</b>         |
| <b>EXPENDITURES</b>          | <b>FY 2006-07<br/>BUDGET</b> | <b>FY 2006-07<br/>ACTUAL</b> | <b>FY 2007-08<br/>BUDGET</b> | <b>FY 2007-08<br/>PROJECTED</b> | <b>FY 2008-09<br/>BUDGET</b> |
| General Fund                 | 11,062,591                   | 10,617,054                   | 12,972,546                   | 12,385,105                      | 13,880,485                   |
| GF Capital Project Fund      | 26,806,486                   | 7,969,826                    | 25,353,975                   | 19,793,789                      | 5,288,738                    |
| GF Debt Service Fund         | 4,735,537                    | 4,486,320                    | 6,282,172                    | 6,305,100                       | 6,129,135                    |
| Special Funds                | 0                            | 45,571                       | 115,127                      | 40,495                          | 170,000                      |
| Golf Fund                    | 1,506,970                    | 1,377,214                    | 1,285,025                    | 1,210,664                       | 1,269,343                    |
| Utility Fund                 | 19,277,622                   | 18,701,232                   | 9,782,401                    | 9,299,521                       | 11,843,354                   |
| Utility Capital Project Fund | 20,566,233                   | 8,992,524                    | 16,468,758                   | 9,454,782                       | 15,049,338                   |
| Utility Debt Service Fund    | 678,390                      | 310,098                      | 1,243,291                    | 1,243,291                       | 1,350,935                    |
| <b>TOTAL EXPENDITURES</b>    | <b>\$84,633,829</b>          | <b>\$52,499,839</b>          | <b>\$73,503,295</b>          | <b>\$59,732,747</b>             | <b>\$ 54,981,328</b>         |